

## Building an Effective Team

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### Relevant Literature To Draw From

- Organizational Development (Senge, Fullan, Drucker)
- Leadership (Marzano, Bennis, Covey, Sinek)
- Governance (Eadie, NSBA, Carver, Edutopia)
- Team Building (Lencioni, Stanford University, MIT)

### What We Know From Effectiveness Literature

Organizational **Focus**

Operational **Alignment**

Individual/Collective **Commitment**

### Focus

- The purpose of the system
- The Ends, Results, Outcomes to be achieved
- The shared vision, beliefs, values and priorities of the community

### Focus: Team Responsibilities

- Clarify the "purpose" – gathered through the members/community in structured process. "Why" we do what we do.
- Articulate the vision, mission and beliefs based on the Purpose
- Identify the Outcomes, Results, Ends to be achieved

### Alignment

- The connection between the focus/results sought and:
  - Policies
  - Organizational Structures
  - Operational Practices
  - Systems and Processes
  - Culture

### Alignment: Team Responsibilities

- Establish policies that articulate results, values, priorities of the "community"
- Clarify the role/expectations of the team, team members and the relationship
- Ensure team systems and processes that align team operations with purpose
- Monitor results from operational plans and practices that support achievement of results

### Commitment

- Institutionalizing what matters
- Using data-based cycles of continuous improvement
- A long-term, future oriented approach to teamwork outcomes

### Commitment: Team Responsibilities

- Inclusive process to develop the Ends, V/M/B, Policies
- Delineate individual responsibilities and role
- Identify the metrics: data/indicators to monitor
- Monitor Consistently
- Evaluate progress, compliance and integrity of Team and individual operations

### Five Dysfunctions of a Team; How to Overcome Them

- Absence of Trust – Building Trust (F, A)
- Fear of Conflict – Mastering Conflict (F, A)
- Lack of Commitment – Achieving Commitment (C)
- Avoidance of Accountability – Embracing Accountability (C)
- Inattention to Detail – Focusing on Results (F, A, C)

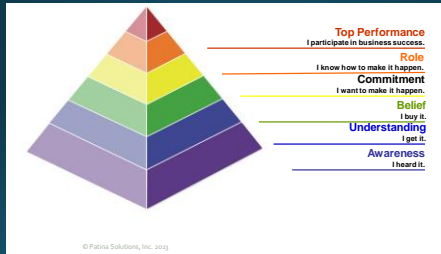


Why are well-planned, well-intended solutions not working???

### First Ask "Why"?



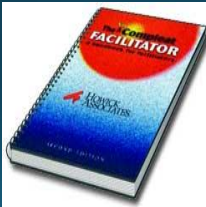
### The Pyramid of Engagement



### Processes and Tools for Engaging Others

- Backwards Imaging
- Affinity Process
- Stakeholder Analysis
- Elevator Speech
- Glad, Sad, Mad
- Risk Analysis
- Six Hat Thinking
- Know, Feel, Do
- Top of Mind

### A Useful Resource



### Characteristics of Effective Teams

- Clear goals
- Defined roles and responsibilities
- Open and clear communication
- Effective decision-making
- Balanced participation
- Valued diversity
- Managed conflict
- Positive atmosphere
- Cooperative relationships
- Participative leadership

### Characteristics of Effective Team Members

- Are committed to the teamwork philosophy
- Understand the goals of the team
- Understand their individual roles, responsibilities and functions
- Are willing to take initiative—cooperate and pitch in
- Are willing to communicate constructively—listen actively
- View disagreement as positive
- View team performance evaluation as constructive
- Demonstrate reliability
- Exhibit flexibility
- Work as a problem-solver

### Characteristics of an Effective Team Leader

- Confidence
- Respectful
- Fair
- Integrity
- Influential
- Delegation
- Facilitator
- Negotiation

## Be Deliberate: Systems and Processes

- Establishing "Purpose"
- Hiring processes
- Orientation
- Operational Structures
- Development and Feedback
- Individual Evaluation aligned with Expectations
- Team Evaluation aligned with Ends
- Recognition / Reward Team Achievement

Questions?

Comments?